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EDITOR'S PREFACE

IN the statement of aims of the American Federation of Labor issued from its headquarters at Washington, D. C., December 13, 1919, and signed by the principal officers of 110 international labor unions, there occurred this sentence:

"To promote further the production of an adequate supply of the world's needs for use and higher standards of life, we urge that there be established coöperation between the scientists of industry and the representatives of organized workers."

As an evidence of its desire to give heed to this suggestion The American Academy of Political and Social Science requested the writer to edit a volume devoted to American production aims and methods and to plan the book so as to represent the joint effort and point of view of the "organized workers" and the "scientists of industry." The present volume is the result.

It may emphasize the unusual manner in which our authors have been selected to state that no one was asked to contribute to these pages *simply because* he owned something or employed somebody. Official standing in the labor movement and recognized service in the application of science to the purposes of industry have determined eligibility in every case. In using the term science we have in mind the method under which decisions are reached on the facts rather than through tradition or whim or personal opinion. For most of us, science simply involves a close scrutiny of all the considerations affecting any given problem and a demonstrable judgment based on such observations.

A point of view all too generally

held depicts industry as the scene of a rapidly developing and a necessarily irreconcilable conflict between the wage workers and those who employ them. This certainly is the attitude of the extremists on both sides: of the ultra-conservative, sometimes called the reactionary, and of the extreme radical, sometimes called the bolshevist. This book has been developed from a radically different conception of the place to which evolution and education have brought us.

True it is that the whole world is in a ferment. But such a state is often a precedent to progress. To assume that to be in the midst of change is to be retrograding is to darken the most glorious pages in the history of the race. We would, of course, be equally false to the teachings of the past were we to assume that change necessarily means progress. Our attitude should rather be one of thankfulness that the world-mind, and our own national mind in concert with it, is seeking new standards. The further spread of education and a more highly developed and organized science make our chances of success all the brighter. To the task of guiding the world's restlessness into useful channels—rather than in checking it—this book is dedicated.

"Never be a bear on America!" was the terse advice a stockbroker once gave to his associates in Wall Street. Back of this waggish statement lies a deep philosophy. We are fully conscious of a certain irresponsibility—a certain quality of waywardness—in our American life. We see all about us class prejudice, political misrule, and special privilege. And yet in the light of our past, it is possible for us to believe—and it is alto-

gether good for us to believe—that in the fullness of time and in our own way we Americans do grapple with whatever stands between us and our destiny and without counting the cost we seek to conquer it. So if we believe in this master American tradition and its more than counterpart—that God ultimately rules in our affairs—then we must approach this great industrial problem with every assurance that the solution must and will be found even though in its accomplishment the American people go down into those same deep waters through which our national purpose has been forged and purified.

It may quite properly be claimed that a careful study of the papers in this volume will furnish a measurably clear revelation of the only possible lines along which American industry can develop if, as we believe, its development is to be ordered, and if the immediate future of industry in our land is to have any relation whatever to its own past and to American institutions in general.

In the following pages almost for the first time the recognized spokesmen of organized labor in this country take an unequivocal stand for production as being in the interest of the wage earners. There is no other single development possible in industry which by comparison could be as important. It is altogether essential for those who would read this book with profit to recognize that labor has already made its momentous decision. Thus one of our prayers has already been answered. We, all of us together, see in "production—and still more production"—the great objective of industry. There is to be no fight on this all-important point on which there could have been no yielding. Capital, labor, management and the public can unite in a common onslaught on the

inefficiencies and wastes everywhere prevalent in American industry. So far so good.

But neither industry nor toil is all of life. We work that we may live. We do not live to work. And so both the "representatives of the organized workers" and the "scientists of industry" unite in what is almost a passionate plea for an industry related at all points with what makes for a noble and an ennobling life. Here, too, there are no reservations and here too there can be no compromise. To this task American industrial management must dedicate itself immediately and with every ability and all the zeal it can command. In his foreword, Mr. Gompers makes a generous recognition of the place which the profit motive has in industry. We find the same attitude reflected throughout the book. But influencing every page, we also find the Service motive. There is an absolute unanimity of opinion that where the pursuit of profits makes for waste rather than for the conservation of human and mechanical energy readjustments are inevitable and may be radical.

It might have been anticipated that in inviting two such distinct groups as the "representatives of the organized workers" and the "scientists of industry" to collaborate in a work of this kind a bi-partisan result would have been achieved. As a matter of fact quite a generous accord has been reached on all essential points. It will be well for those who have any real interest in industry—and who has not?—to recognize that these groups look at the questions which make up our present-day industrial problem from much the same angle. Certainly they agree in their attitude toward the two major agencies required in any campaign for production: (1) Collective action on the part of the workers—

"collective bargaining" being the union term for it and (2) science. The workers must have an opportunity to act collectively—"bargain collectively"—and through representatives of their own choosing. The general acceptance of this doctrine will mark the beginning of the development of that same democracy in industry which was initiated some generations ago in our political institutions. To fail to inaugurate the procedures required for collective action in any group on the ground that we cannot see where it will lead is comparable to withholding the vote in the fear that it might on occasion lead to an unfortunate result.

In the same way the idea of science in industry cannot be taken with limitations. No one in industry or out of it can say to science, "Thus far shalt thou go, and no farther!" for the field of science is both boundless and unending. And so while we have an absolutely unavoidable obligation to open our doors to science, we have no responsibility as to its ultimate leadings.

No more succinct statement of our own industrial problem can be made than that given in the "Report on Organized Public Service in the Building Industry" in Great Britain (as summarized in the *Survey* for August 16) where it is declared that the four main factors tending to the limitation of output are:

1. The fear of unemployment.
2. Disinclination of operatives to make unrestricted profit for private employers.
3. Lack of interest owing to non-participation in control.
4. Inefficiency, both managerial and operative.

It is to the consideration of such

fundamental questions as these that this book is devoted.

Such a volume as this would have been altogether impossible before the war. One is tempted to say that the developments which have made it possible are not two years old—although most of them are the direct outcome of the war and the world conditions produced by the war. The editor is altogether conscious that the mutual understanding and respect which has been engendered as between leaders of labor and men of science out of which this book has grown is not the result of the work of yesterday. It is indeed the result of years of painstaking and unselfish labor on the part of men who with the spirit of service in their souls combined the imagination to envisage a nobler life for those who toil with an appreciation of the stupendous rôle which technical knowledge must ultimately play in the production of useful goods. In this great group of men who loved liberty even in industry and who interpreted the workers to science and science to the workers, the late Robert G. Valentine was a conspicuous leader. The writer wishes to make a sweeping acknowledgment of the debt which American industry owes to his sympathy and vision.

To my associates in the editing of this volume, Mr. Samuel Gompers and Mr. Fred J. Miller, I desire to express the most sincere thanks for their splendid coöperation. As an American citizen and as a member of the Academy, it has been a very great satisfaction to rediscover the confidence with which the undertakings of the Academy are generally received. It has been a pleasure to labor under such auspices.

MORRIS LLEWELLYN COOKE.